



Police Labor-Management Relations (Vol. II): A Guide for Implementing Change, Making Reforms, and Handling Crises for Managers and Union Leaders



COPS

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Police Labor-Management Relations (Vol. II): A Guide for Implementing Change, Making Reforms, and Handling Crises for Managers and Union Leaders

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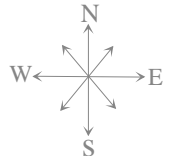
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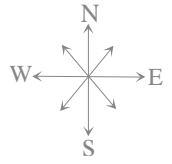
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This guide provides police managers and union leaders with a method and tools to help them to work more effectively together in implementing change, make reforms and handle crises within their departments. It is an offshoot of a larger project funded and initiated by the COPS Office to unravel the world of police labor-management relations and offer practical and principled solutions for putting aside traditional adversarialism and working more effectively together. A related volume, *Police Labor-Management Relations (Vol. I): Perspectives and Practical Solutions for Implementing Change, Making Reforms, and Handling Crises for Managers and Union Leaders*, edited by Ronald Delord and Jerry Sanders, is also a product of that initiative.

The authors of *Police Labor-Management Relations (Vol. II): A Guide for Implementing Change, Making Reforms, and Handling Crises for Managers and Union Leaders* were Michael J. Polzin, assistant professor and administrator of the Program on Innovative Employment Relations Systems at the School of Labor and Industrial Relations at Michigan State University, and Ronald G. DeLord, president of the Combined Law Enforcement Associations of Texas.

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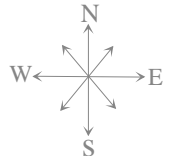
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Mike is an assistant professor in the School of Labor and Industrial Relations (SLIR) at Michigan State University. Much of his teaching and training is with unions and union-management groups. He facilitates change initiatives that are jointly designed and implemented by union and management. He teaches a course on Training and Development in SLIR's master's degree program and teaches an undergraduate course on Research, Communication, and Presentations Skills in SLIR's Modern Labor Concepts Certificate program offered to union members. Mike also directs the school's Police Union Executive Leadership Program. Mike has been engaged in workplace education and organizational development for more than 20 years. He spent 3 years with District 1199C, National Union of Hospital and Health Care Employees, as deputy director of a statewide training and upgrading program for nursing home workers. For 5 years, Mike worked on the education/organizational development staff of a Philadelphia-based consulting firm that created democratically structured, unionized, employee-owned enterprises. Mike also worked for several years on the staff of the Michigan Governor's Office for Job Training to promote employee ownership, gainsharing, and participative work systems to union and management leaders throughout the state. Mike has taught in the Labor Studies Program of Penn State University and the Union Leadership Academy of Rutgers University. He has also taught courses for Grand Valley State University and in the Master of Management program of Aquinas College. Mike holds a degree in psychology from Aquinas College and a doctorate in adult education from Temple University. His doctoral dissertation explored intrinsic and extrinsic factors that influenced worker participation in workplace decision making.

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Ron was a patrol officer for the Beaumont (Texas) Police Department from 1969 to 1972. He served as a patrol officer and detective for the Mesquite (Texas) Police Department from 1972 to 1977. In 1977 he was one of the founders of the Combined Law Enforcement Associations of Texas (CLEAT) and was elected its first president. He is currently serving his ninth 3-year elected term. CLEAT is the state's largest police union with more than 13,500 rank-and-file members. Ron is the coauthor of *Police Power, Politics and Confrontation: A Guide for the Successful Police Labor Leader* (Charles C. Thomas, Publishers); coauthor of "Unionization" in *The Encyclopedia of Police Science* (Garland Publishing); editor-in-chief of *The Ultimate Sacrifice: The Trials and Triumphs of the Texas Peace Officer* (Wadsworth Publishing); and he is a frequent columnist for American Police Beat newspaper with a circulation of 100,000. He is a principal partner in the Police and Fire Labor Institute that has conducted labor training programs for police and fire labor leaders in the United States, Canada, Australia, and New Zealand. He is a frequent lecturer on police labor relations at seminars, universities, and training programs. Ron graduated from the 10-week Harvard Trade Union Program in 1992. He has a bachelor of science degree in government from Lamar University in Beaumont, Texas; a master of arts degree in police science and administration from Sam Houston State University in Huntsville, Texas; and a doctorate of jurisprudence degree from South Texas College of Law in Houston, Texas. He has been a licensed attorney in Texas since 1987.

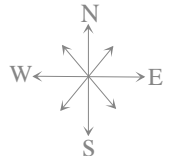


Authors' Note

To simplify the terms used in this training guide, the term “police,” “police officer,” “police department,” or “law enforcement agency” will include municipal, county, special district, state, or federal law enforcement officers and agencies. The term “police chief” will include police chiefs, sheriffs, constables, or the head of a law enforcement agency. The term “police manager or police management” will include the head of the law enforcement agency and the command staff of the agency. The term “government administration” will include city managers, county managers, or the chief administrative officers of municipal, county, special districts, state, and federal governments.

In the public sector, especially among law enforcement labor organizations, one is more likely to see the terms “association or lodge,” instead of “union,” attached to the name of the organization. The Fraternal Order of Police (FOP) uses the word “lodge” to describe its affiliated groups. Some organizations use “association” in their name and are also FOP lodges. Affiliates of the International Union of Police Associations (IUPA, AFL-CIO) and the International Brotherhood of Police Officers (IBPO/NAGE, AFL-CIO) tend to use the term “union” more often in their organizational names. Independent law enforcement labor organizations, not affiliated with FOP, tend to use combinations of the terms “police officers’ association,” “police association,” or “police benevolent association.” Independent labor organizations in sheriff’s departments generally use “deputy sheriff’s association,” “sheriff’s officers’ association,” or “deputy sheriff’s benevolent association.” There is no one common denominator when it comes to organizational names or affiliations.

We will use the term “police union” to include all law enforcement labor organizations regardless of their agency or organizational affiliation. With 80 percent or more of the nation’s law enforcement officers in employee organizations unaffiliated with the AFL-CIO, the use of the term “union” causes many law enforcement officers to bristle and try to explain how their employee organization is really an association or lodge. It is just a matter of semantics because associations, unions, and lodges are labor organizations if they are formed by dues-paying employees desiring to improve their wages, hours, and working conditions through collective bargaining, collective action, or collective begging.



Introduction

“New mayor promises to clean up police department.”

“Community groups demand public accountability of police.”

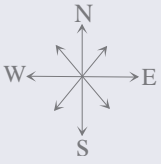
“Shooting death by police officers of unarmed man results in riot.”

Unfortunately, every police agency in the United States can expect to see headlines such as these at some point. Every police manager and police union leader will be faced with the media circus and stresses created when change, reform, or a crisis hits the agency. Police managers and police union leaders need to understand that there are ways they can work together to resolve these issues and maintain a cooperative labor-management relationship.

This guide, and the book to which it is a complement (*Police Labor-Management Relations (Vol. I): Perspectives and Practical Solutions for Implementing Change, Making Reforms, and Handling Crises for Managers and Union Leaders*), were created because there are no educational and training programs for police union leaders and police management that focus on how to implement change in a law enforcement agency in a cooperative manner, how to work together to obtain reforms within the agency, or what to do during a crisis to avoid escalating the situation. While there are training manuals, seminars, and literature on traditional police labor-management relations, these programs generally are targeted toward wages, hours, and conditions of employment in law enforcement agencies with formalized collective bargaining or a grievance procedure. Traditional labor-management programs are designed to have a “winner” and “loser” in each situation. The need for cooperative interactions between police unions and police management occur daily and not just during the collective bargaining process, grievances, or arbitration.

In early 2002, the Office of Community Oriented Policing Services of the United States Department of Justice funded a project to address this situation. The goals of the project were to do the following:

- 1) Survey police union and police management on the current state of labor-management relations with an emphasis on implementing change in the proper direction, and also on the operations of the law enforcement agency with an emphasis on reform efforts.
- 2) Analyze the survey data to determine those aspects of the labor-management relationship that would appear to be the most cooperative and those aspects that would appear to be the least cooperative when the law enforcement agency is desirous of change or reform, i.e., what is working and what is not.
- 3) Create a model police labor-management process to implement change and reform the law enforcement agency.
- 4) Establish methods to encourage police unions and police management to work together to make the reduction of crime a part of their relationship (with or without the right to collectively bargain) and to develop a shared vision of a safer community.
- 5) Develop an educational and training program for police union leaders and police management in how to implement change in a law enforcement agency in a cooperative manner.



The first four goals were achieved in *Police Labor-Management Relations (Vol. I): Perspectives and Practical Solutions for Implementing Change, Making Reforms, and Handling Crises for Managers and Union Leaders*. It was decided to place the fifth goal of the project into a supplemental training guide to use separately for in-service training, seminars, conferences, and self-facilitated instruction. It is critical that one read *Volume I* before reading this training guide to understand all of the concepts for developing cooperative police labor-management relations.

This volume, *Police Labor-Management Relations (Vol. II): A Guide for Implementing Change, Making Reforms, and Handling Crises for Managers and Union Leaders* is divided into four chapters.

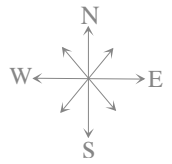
Chapter One focuses on starting the informal processes for building cooperative police labor-management relations. Often, police management or the police union may recognize a need to open the door to communications, but the other party does not appear to be interested.

Chapter Two focuses on the formal process of building joint police labor-management relations, chartering the effort, and creating an agenda for change.

Chapter Three focuses on teaching management and labor a practical tool to use in problem solving and planning in any of a number of situations including implementing change, making reforms, and handling crises.

Chapter Four provides three simulated real-life cases to which union-management groups can apply the problem-solving method to increase their understanding of how the method works and to build capability so that they can apply it to their own concerns.

The guide illustrates for union and management leaders how a cooperative labor-management effort can be developed within their departments. Some departments may be able to follow the guide and facilitate the cooperative efforts themselves. Certainly, Chapter One provides practical information to help any department improve the relations between union and management. The rest of the guide is written for those departments that wish to use the strengthened relationship to strengthen the department and improve the service provided to constituents.



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